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Those who find fruitful suggestions as to next steps in industrial evolution in the most recent work of the Webbs—as for example their *Constitution for the Socialist Commonwealth of Great Britain*—will be deeply impressed by a re-reading of this new edition. For it shows the masterly way in which a big conception of social organization has arisen genetically, scientifically, and out of the kind of creative intelligence which shows the human mind at its best. Out of their *History* and out of the present volume, the Webbs have arranged the objective data which they use as the building material for their conception of a new commonwealth. Those who would understand the result must know the data; those familiar with the data should carry on with these prophets to an examination of their proposed roads to industrial democracy.

ORDWAY TEAD.

NEW YORK CITY.

Employment Psychology. The application of scientific methods to the selection, training and grading of employees. By HENRY C. LINK. New York, The Macmillan Company, 1919.—xii, 440 pp.

During recent years there has been a wide extension of the use of psychological tests. Their use in the army during the war is especially notable. The movement has reached the manufacturing industry and we find Dr. Link using psychological tests to determine the ability of applicants for positions. His recent book describes their application in certain plants. The presentation is admirable in that he deals with facts and results, and thus his book is unusually free from vague speculations and theorizing. He presents data from which the reader can judge. It is only in the last part, where he talks of employment psychology, labor and industry in general, that the reader feels he is going beyond his evidence and knowledge.

A typical problem is to test an applicant's ability to inspect shells. The procedure is to give such an applicant psychological tests for the ability needed in this particular task. Of course good tests must first be found. To find these, several tests were tried on girls already inspecting shells, and their records in the tests were compared with records of shells inspected. To measure this comparison, correlation coefficients are used. For instance, the card-assorting test and the inspection of shells show a correlation of plus 0.56. The author does not use the regression equation and the standard deviation of an array. If these had been used in addition to the correlation coefficient it would have been possible to predict the output of shells inspected from the standing in the tests, and the accuracy of this prediction could have been estimated. This is really what is wanted; much more so than a correlation coefficient. Incidentally one might raise the question, why give several psychological tests to measure the ability to inspect shells. Why not give the applicant a box of shells to inspect and let this be the test? It would be interesting to know whether the first inspections of shells by a group would correlate as closely with their later records as do the psychological tests.

The service of such psychological tests is readily seen when the object is to assort workers of varying capacities to jobs demanding varying abilities. Tests would seem to be of great value in plants where such a situation exists, particularly the tests of certain fundamental traits, such as eyesight, touch etc. It is also easy to see that psychological tests are of considerable value in estimating the various qualifications and abilities of workers, for attaining a high percentage of what is called "balance of production". They should be useful in conjunction with the vestibule training school. In skilled work such as pattern-making it would seem that psychological tests would not be as applicable, because the important factor is training, and past records or knowledge of the apprenticeship period would be of most value. Of course the tests would be of service in determining who should be selected as apprentices.

It is difficult to predict how widely such psychological tests will be used in industry. A great many factors will operate to determine this. For instance, unionized workers may oppose the practice unless they have a certain measure of control over it; just as scientific management must be seen from the worker's point of view to be made widely applicable. Of course industry now is not wholly barren of the fruits which psychological tests might bring; for instance, production records and apprenticeship rules. A person who has seen psychological tests applied and has had first-hand experience with them is in the best position to judge. No doubt considerable improvement in the tests themselves is needed. And it is very important that they be employed with the coöperation of labor. But it seems a fruitful idea and within limits it may be quite productive of good results.

William F. Ogburn.